

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT

REORGANIZATION PLAN CDHR WORK SESSION

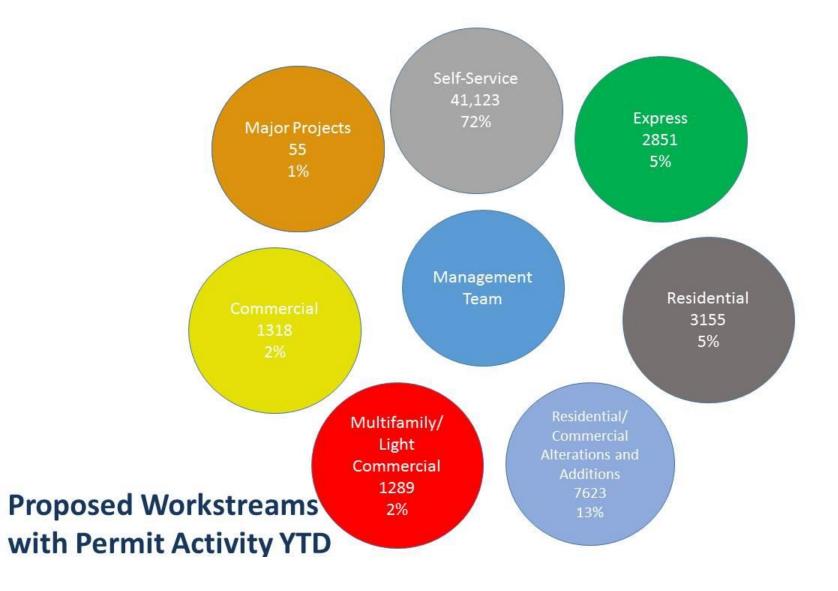
Tim Keane, Commissioner
June 2016



MAY 4, 2016 11:00 AM - 2:00 PM

GUSTOMER APPRECIATION NAV

Department Of Planning & Community Development







May Permit Activity – Express

- 251 Permits Processed/Issued
 - · 31% of total non Self-service Permits
- Average reduction in permit review time = 10 days
- Permit Types Reviewed in Stream:

General Repair	70
• Fence	26
 Residential Alteration 	57
 Commercial Alteration 	36
 Basement Finish 	5
 Demolition 	3
Re-Roof	21
 Miscellaneous 	33

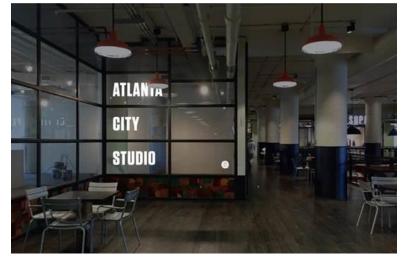


Position	Staff
Project Manager Sr.	1
Permit Tech, Lead	1
Permit Technician (Intake and Routing)	2
Permit Technician (Issuance)	1
Permit Technician (Zoning/PR)	2
Plan Review Specialist Sr. (Zoning)	3
Plan Review Specialist Sr. (Planning)	3
Arborist, SR. / Landscape Architect	1
Total	14

Proposed Staffing – Residential

















GROWTH IN THE CITY OF ATLANTA



Following national trends, the Region's growth is strengthening at its center.

Atlanta's growth is outpacing the Region.

- In 2015, the Atlanta issued 6,028 residential building permits, substantially more than Gwinnett, Forsyth, or Cobb issued individually.
- In the first two months of 2016, Atlanta issued 2,023 residential building permits, which is more than the combined total of those same three counties that year (1,992).
- We think that Atlanta could reasonably see a 25% slice of Regional growth for the foreseeable future.

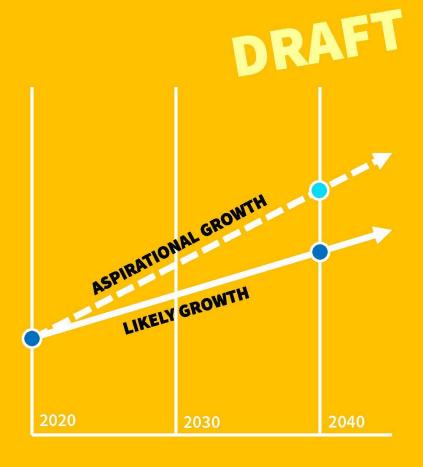
2015		
Atlanta	6,028	40%
Gwinnett	3,636	24%
Forsyth	3,270	22%
Cobb	2,017	13%
	14,951	
2016 - Jan/	Feb	
Atlanta	2,023	50%
Gwinnett	612	15%
Forsyth	523	13%
Cobb	857	21%
	4.015	

2015		
Atlanta	6,028	24%
Gwinnett	3636	14%
Forsyth	3270	13%
Fulton (no	2614	10%
Cobb	2017	8%
DeKalb	1870	7%
Cherokee	1859	7%
Henry	1164	5%
Coweta	942	4%
Paulding	898	4%
Fayette	512	2%
Clayton	421	2%
Douglas	233	1%
Rockdale	121	0%
	25,585	

A LARGER SLICE/A LARGER PIE

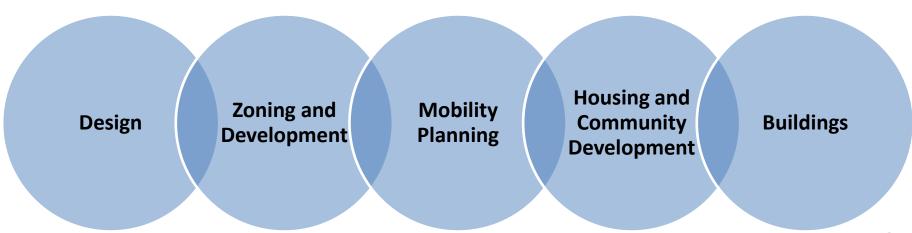
The difference between growth that is LIKELY and ASPIRATIONAL growth that we would hope to see – is a more inclusive and diverse population. To achieve that goal, we need to design a city that includes everyone.

- Every age.
- Every pocketbook.
- Every business.
- Everybody.



Our Role

Enable high quality, sustainable, equitable growth and development of Atlanta.



Departmental Remake

- **Enhancements to Buildings** with the ultimate outcome of creating a **Permit Center** that is the showcase for new culture of business-like customer oriented service.
- Completion and adoption of the **Design for Atlanta** that will enable the City to become the fastest growing part of the region in terms of population and employment.
- Make a *purposeful new transportation strategy* for the city and put a structure in place that will facilitate urban streets and mobility.
- **Update zoning laws** to enable growth and development envisioned in the Design of Atlanta and **reform zoning and development review processes.**
- Lead housing policy and practice so that Atlanta creates a plentiful supply of residences for every income level and family type, with a concentration on low and moderate income households.
- Create a strategy and capacity for revitalization and neighborhood scale economic development throughout the City.
- Foster design excellence in pivotal public realm projects and also generally in terms of architecture and urbanism.

Impact of New Structure

The New Structure Positions the Department to:

- Implement and execute place based strategies for community development
- Remove unnecessary delay in the development process (from planning to construction)
- Introduces predictability for developers and community (Studio)
- Enables the Department to take advantage of a unique window of opportunity
 - Zoning Re-write, Transportation Plan Update, Atlanta City Design Project,
 Urban Ecology Framework, City Studio
 - Developing a comprehensive vision for Atlanta's future

Proposed Operational Structure and Key Leadership Staff

OFFICE OF THE COMMISSIONER

Tim Keane, Commissioner
Terri Lee, Deputy Commissioner

Supports all offices within the department through:

- Business and Safety Operations
- Human Resources
- Performance and Policy
- Special Projects and Initiatives
- Public Relations
- GIS

OFFICE OF DESIGN

Responsible for the physical design of a vibrant public realm and historical districts and properties.

HISTORIC PRESERVATION

- Support UDC
- Historic Reviews for Federal Projects
- Historic Preservation
 Grants

DESIGN STUDIO

- Develop + Administer Urban Design Guidelines
- UD for Economic Corridors
- Collaborate with Neighborhoods
- Design Services

OFFICE OF ZONING AND DEVELOPMENT

Charletta Jacks

Responsible for land development regulations that are consistent with the proposed city design.

ZONING

- Zoning + Variance Applications
- Oversight of SPI + DRC
- Facilitate BZA + ZRB

LAND DEVELOPMENT

- Review Subdivision Plans
- Coordinate Multi-Agency Reviews and Enforcement of Land Development Plans

LAND USE

 Prepare CDP, Neighborhood Strategy + Redevelopment Plans

NEIGHBORHOOD PLANNING UNIT COORDINATION

- · Coordinate with NPUs
- Community Based Development Agencies

OFFICE OF MOBILITY PLANNING

TBD

Responsible for developing, administering , and coordinating the City's multimodal transportation goals.

TRANSIT

- Improve Mobility and Connectivity
- TOD Strategy Development
- · Oversee LCI Grants

STREETS AND STREETSCAPES

 Complete Street Policy Development + Administration

BICYCLE AND PEDESTRIAN

- Plan Bike Network
- Manage Bike Share Program

OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

Valerie Bernardo

Responsible for developing housing policy and managing federal, state, local housing activities. Responsible for neighborhood based planning and economic revitalization activities.

HOUSING DEVELOPMENT

- MF and SF Development
- Down Payment Assistance
- Owner-Occupied Rehabilitation Programs
- Lead Based Paint Program

HOUSING POLICY INNOVATION

· Administrative Oversight

FINANCIAL & COMPLIANCE

- Compliance Reports
- · Manage HUD Program Finances

ECONOMIC DEVELOPMENT

 Micro Loan, Vending, Main Street and Brownfields Programs, Enterprise Zones

NEIGHBORHOOD REVITALIZATION

- Place-Based Strategies
- Catalytic Projects

OFFICE OF BUILDINGS

Greg Pace (Interim)

Responsible for the review and permitting of all land development and construction related activity.

PERMITTING COORDINATION

- Intake + Routing
- Permit Issuance

PLAN REVIEW

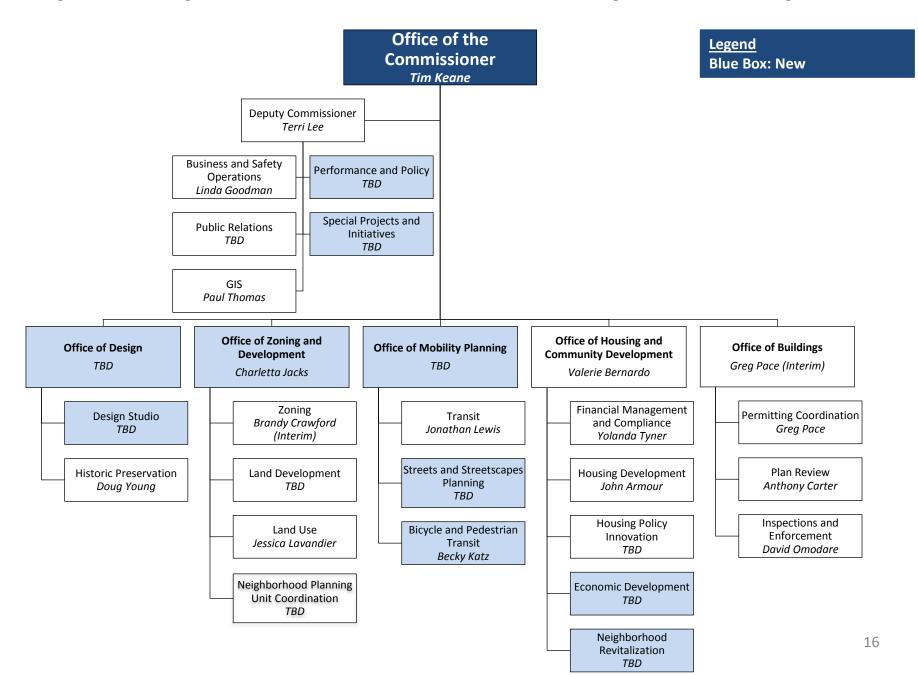
- Building and Technical Permit Review
- Arborist

INSPECTIONS AND ENFORCEMENT

- Building and Technical Permit Inspections
- Arborist Inspections

15

Proposed Operational Structure and Key Leadership Staff

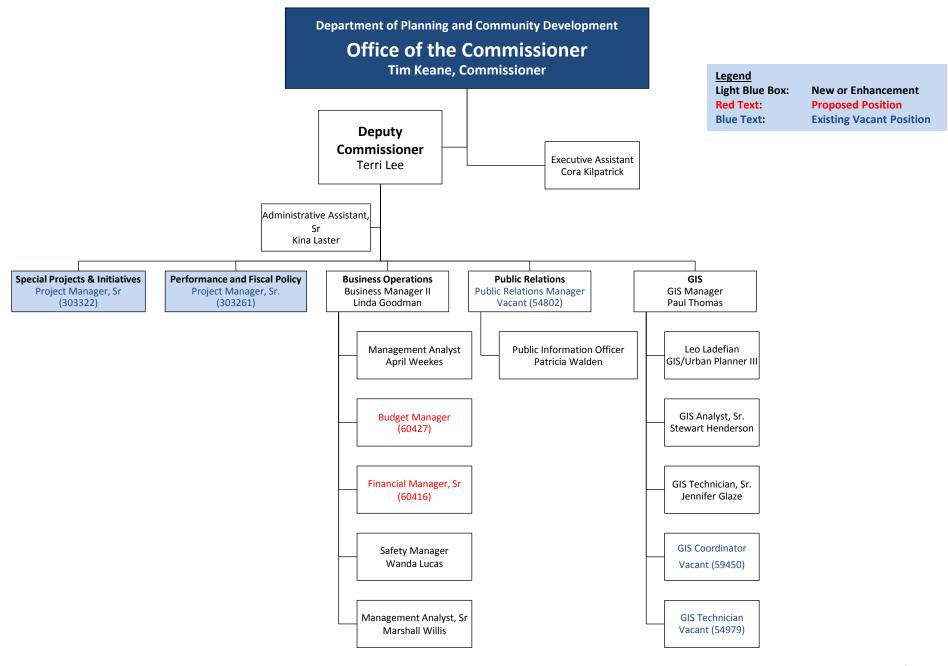




DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT

REORGANIZATION PLAN

APPENDIX: PROPOSED ORGANIZATION CHARTS



Office of Design

Historic Preservation + DPCD Design Studio

The Office of Design is responsible for the physical design of the City to ensure a vibrant public realm.

Legend **Light Blue Box:** Red Text:

New or Enhancement Proposed Position Existing Vacant Position

Blue Text:

Department of Planning and Community Development Office of Design

Director, Office of Design

Vacant (60428)

Office Manager Vacant (60491)

Assistant Director, Design Studio

Vacant (60429)

Design Studio

Urban Planner III

Vacant (60432)

Urban Planner III

Vacant (60439)

Project Manager, Sr

Vacant (60485)

Urban Design Commission Director

Doug Young

Historic Preservation

Urban Planner III

Leslie Canaan

Urban Planner I

Matthew Adams

Urban Planner II

Vacant (60431)

Office of Design: Responsible for the physical design of a vibrant public realm and historical districts and properties.

- The Office will include the following functions:
 - Execution of designs for important civic projects
 - Design Regulations and Review
 - Architectural Services (including landscape architecture)
- The agency will focus on the primary objectives:
 - Utilize innovative planning concepts for the creation of urban design strategies to promote transformative neighborhood and corridor initiatives.

Historic Preservation Division: Promotes the identification, evaluation, rehabilitation, adaptive use, and the responsible restoration of the City's historic resources. Activities may include:

- Support the Urban Design Commission through reports, recommendations, and information on cases.
- Serve as the city's liaison with local, state, and national preservation organizations.
- Provide direct oversight for the City's historic review responsibilities for federally funded projects.
- Attract and administer grants and other matters regarding historic preservation.

Design Studio: Will focus on maximizing and creatively utilizing spaces/places within the City. Activities may include:

- Developing and implementing the urban design criteria and guidelines for the City of Atlanta.
- Formulating urban design strategies along economic corridors.
- Working within neighborhood districts to develop sense of place and identity. Providing architectural and design services.

Office of Zoning and Development

Zoning + Land Development + Land Use + Neighborhood Planning Unit Coordination

The Office of Zoning and Development is responsible for land development regulations that are consistent with the proposed city design.

Department of Planning and Community Development Office of Zoning & Development Office Manager – Brenda Horton **Director, Zoning & Development** Charletta Jacks Admin Asst Sr- Rhonda Goodman **Interim Assistant Director, Zoning Brandy Crawford** Zoning Urban Planner III **Urban Planner II** Raquel Jackson Jerrel Leonard **Urban Planner II Urban Planner I** Cesar Geraldo Nathan Carson **Administrative Assistant, Sr** GIS Technician, Sr Taylar Thompson Jubie Thompson **Urban Planner II Urban Planner I** Vacant (60441) Vacant (55825) **Assistant Director, Land Development** Vacant (60440) **Land Development Urban Planner III Urban Planner III** Christian Olteanu Karl Smith-Davids **Urban Planner II Urban Planner III** Tshaka Warren Vacant (59446) **Urban Planner II** Vacant (59447) **Assistant Director, Land Use** Jessica Lavandier **Land Use Planning Urban Planner III Urban Planner II** Vacant (55825) Rodney Milton **Urban Planner I** Vacant (59445) **Assistant Director, Neighborhood Planning Unit Coordination** Vacant (60489) **Neighborhood Planning Unit Coordination NPU Coordinator Administrative Assistant** Tanya Mitchell Vacant (54981) **NPU Intern** Carter Coleman

Office of Zoning and Development: Responsible for land development

regulations that are consistent with the proposed city design.

- Functions will include:
 - Zoning
 - Subdivision regulations

Legend **Light Blue Box:**

Blue Text:

- Other applicable land development codes
- The agency will focus on the primary objectives:
 - Implement the City's Zoning Ordinance and employ innovative practices in planning the future growth and development opportunities within the City.

New or Enhancement

Existing Vacant Position

Proposed Position

Red Text:

Effectively manage community engagement through the NPU system and with community based development organizations.

Zoning Division: Will focus on the administration of the City's Zoning Ordinance. Activities will include:

Processing all zoning and variance applications.

- Review and administration of the City's Subdivision Ordinance.
- Facilitate the activities of the Board of Zoning Adjustments and the Zoning Review Board.

Land Development Division: Will be responsible for administering subdivision review and coordinating land development with other divisions and departments to facilitate pre-building permit approvals. Activities include:

- Review of subdivision plans to ensure compliance with land development regulations.
- Coordination of multi-agency review of land development plans to ensure compliance with all applicable regulations, facilitate efficient review, and enable high quality design. Provide staff assistance to the Dev Review Committees.
- Coordinate with inspectors and enforcement to ensure compliance with approved plans

Land Use Division: Will be tasked with maintaining the future vision and promoting sustainable and responsible growth for the City of Atlanta. Activities will include: Preparing the Comprehensive Development Plan and Capital Improvement Plan.

- Completing neighborhood strategy and redevelopment plans.
- Establishing a Neighborhood Stat and Data Center to serve as the data center or hub for all population, demographic and neighborhood data.

Neighborhood Planning Unit Coordination Division: Will create a transparent and cohesive neighborhood services unit that coordinates development activities at the neighborhood level; and, facilitate inter agency coordination among City

Departments and quasi-public agencies. Activities may include: Capacity building for Community Based Development Agencies.

- Coordination with the NPU System and administration of NPU grants.
- Coordination of NPU review for the Office of Special Events and other agencies.
- Facilitate the redevelopment of properties in coordination with the Land Bank Authority.

Office of Mobility Planning

Transit + Streets and Streetscapes + Bicycle and Pedestrian

The Office of Mobility Planning is responsible for transportation planning, implementation of complete street policies, bicycle programs, and furtherance of the City's transportation goals.

Office of Mobility Planning

Director, Mobility Planning

Vacant (60445)

Office Manager Vacant (60492)

Assistant Director, Transit Planning

Jonathan Lewis

Transit Planning

Urban Planner II

Forrest Rose

Asst Dir, Streets & Streetscapes

Vacant (60444)

Streets & Streetscapes Planning

Urban Planner II

Carl Chasten

Chief Bicycle Officer

Becky Katz

Bicycle & Pedestrian Transit

Urban Planner II

Vacant (59083)

<u>Legend</u>

Light Blue Box:

Red Text: Blue Text: New or Enhancement Proposed Position Existing Vacant Position Office of Mobility Planning: Responsible for transportation planning, implementation of complete street policies, bicycle programs, and furtherance of the City's transportation goals.

- Functions will include:
 - Maintenance and implementation of the City's transportation plan.
 - Pedestrian and bicycle facility planning and design.
 - Bicycle facilities including the bike share program, bike parking on and off street facilities.
 - Coordination with local, regional and state transportation partners
- The agency will focus on the primary objectives:
 - Improving the mobility and connectivity of transit and land use planning options.
 - Developing multimodal plans and strategies for efficient, sustainable, and accessible transportation systems that promote economic development, enhance the quality of life for citizens, and promote smart growth planning principles.

<u>Transit Division</u>: Will develop and maintain the City's transportation plan in collaboration with other transportation agencies. Activities will include:

- Identifying innovative policy solutions to promote sustainable transportation options that improve mobility and connectivity.
- Developing and promoting the City's transit oriented development strategy to promote the creation of mixed use environments and sustainable affordable living spaces.
- Development and implementation of Livable Centers Initiatives grants.

<u>Streets and Streetscapes Planning Division</u>: Will promote the formation of sustainable complete streets design and projects for neighborhood transformation projects. Activities will include:

- Creating and maintaining the City's complete street planning policy.
- Ensuring that projects underway or completed focus on issues facing
 pedestrians and aim to make walking in the city an enjoyable and safe
 experience for all.

<u>Bicycle and Pedestrian Transit Division</u>: Will enhance the quality of life for our citizens through the formation of safe and attractive alternative transportation options. Activities will include:

- Facilitating citywide planning efforts in identifying bike routes which ensure the safety of bicyclists as part of the city's transportation network.
- Managing the City's bike share program.

Office of Housing and Community Development

Financial Management and Compliance +
Housing Policy Innovation + Housing Development +
Economic Development + Neighborhood Revitalization

The Office of Housing is responsible for developing housing policy and implementing housing and community development activities funded federal, state, local housing programs, as well as coordinating neighborhood based planning and economic revitalization activities.

Department of Planning and Community Development Office of Housing and Community Development

Director, Housing

Valerie Bernardo

Office Manager Jackie Ragan

Assistant Director, Housing

Vacant (59444)

Admin Assistant, Sr

Linda Grayer

Financial and Compliance Management

Financial Manager

Yolanda Tyner

Data/Reporting Analyst

Vacant (69467)

Compliance Specialist

Accounting Technical Spec. Vacant (60466)

Paula Hill (In Process)

Housing Policy Innovation

Management Analyst Jordan Williams

Urban Planner III

Vacant (60442)

Housing Development

Management Analyst, Sr

Charlene Braud

Management Analyst, Sr Michelle Lewis

Management Analyst, Sr

Management Analyst, Sr

John Armour

Melissa Edwards **Management Analyst**

Management Analyst, Sr

Vacant (53159)

Tamar Gantt

Special Proj Coordinator

Vacant (59481)

Customer Service Rep, Sr

Angela McTier

Housing Dev. Specialist

Vacant (55843)

Assistant Director, Economic Development

Vacant (Position Number)

Economic Development

Project Manager, Sr Vacant (60487)

Project Manager, Sr

Vacant (60559)

Assistant Director, Neighborhood Revitalization

Vacant (60495)

Neighborhood Revitalization

Project Manager, Sr Vacant (60415)

Project Manager, Sr

Vacant (60558)

Legend **Light Blue Box:**

Blue Text:

New or Enhancement

Existing Vacant Position

Red Text:

Proposed Position

Office of Housing: Responsible for developing housing policy and managing federal, state, local housing activities. Responsible for neighborhood based planning and economic revitalization activities.

Financial and Compliance Management Division

- Prepare annual performance compliance reports
- Monitor HUD funded projects
- Monitor compliance with applicable program administrative requirements
- Review and process all expenditures for compliance with HUD program requirements

Housing Policy Division:

- **Inclusionary Housing**
- Affordable Housing Set-Aside
- Blight Strategy
- Fair Housing

Housing Development Division:

- Multifamily Development
- Single family Development
- **Down Payment Assistance Program**
- Limited Owner Occupied Housing Rehabilitation Program
- Comprehensive Owner Occupied Housing Rehabilitation Program
- Lead Based Paint Program
- Section 8 Mod Rehab Program

Economic Development Division: Will streamline the existing project management activities in Housing and Planning and expand the services to focus on creating economic opportunities. Activities may include:

- Micro Loan Program (Coordination with Invest Atlanta)
- Public Vending Program
- Main Street Program
- **Brownfields Program**
- **Enterprise Zones**

Neighborhood Revitalization Division: Will focus on the implementation of planning and community development programs. Activities may include:

- Creating place based strategies to improve neighborhood livability.
- Leading the planning and redevelopment of catalytic and transformative projects.
- Coordination of stakeholder's investment at the neighborhood level (this will include the City and external agencies).

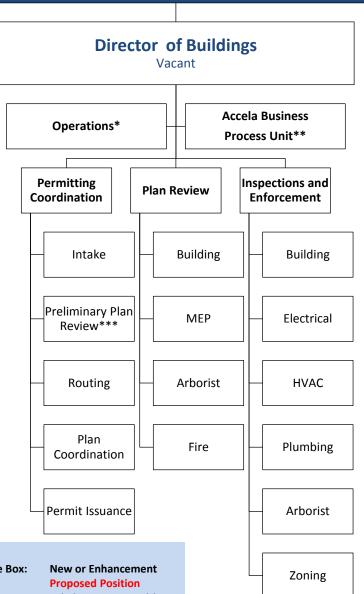
Office of Buildings

Permitting Coordination + Plan Review + Inspections and Enforcement

The Office of Buildings is responsible for the review and permitting of all land development and construction related activity.

DPCD Office of Buildings (Proposed)

Department of Planning and Community Development Office of Buildings

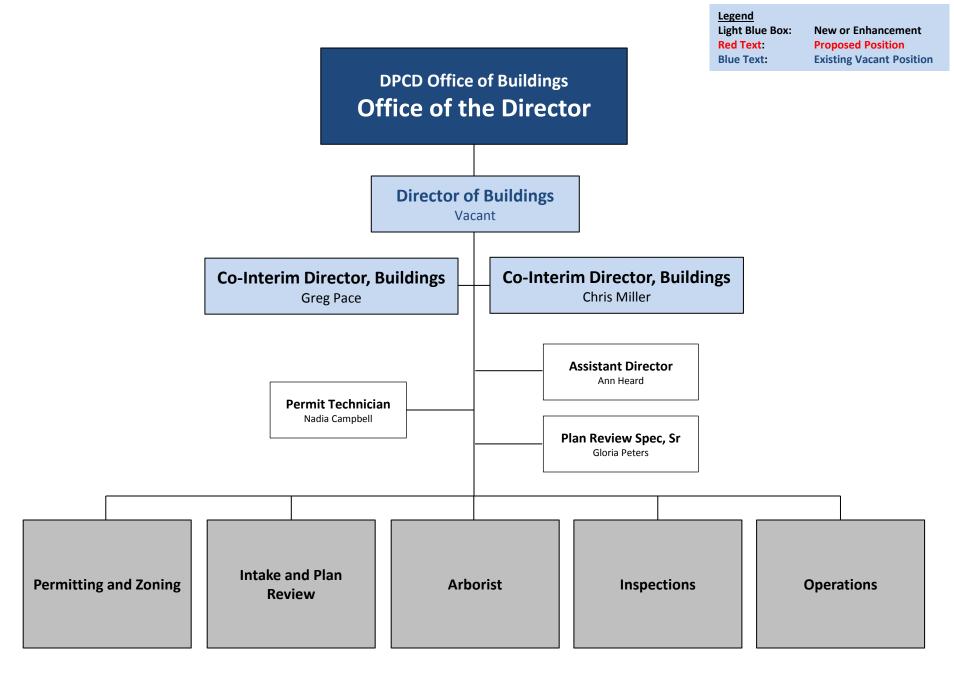


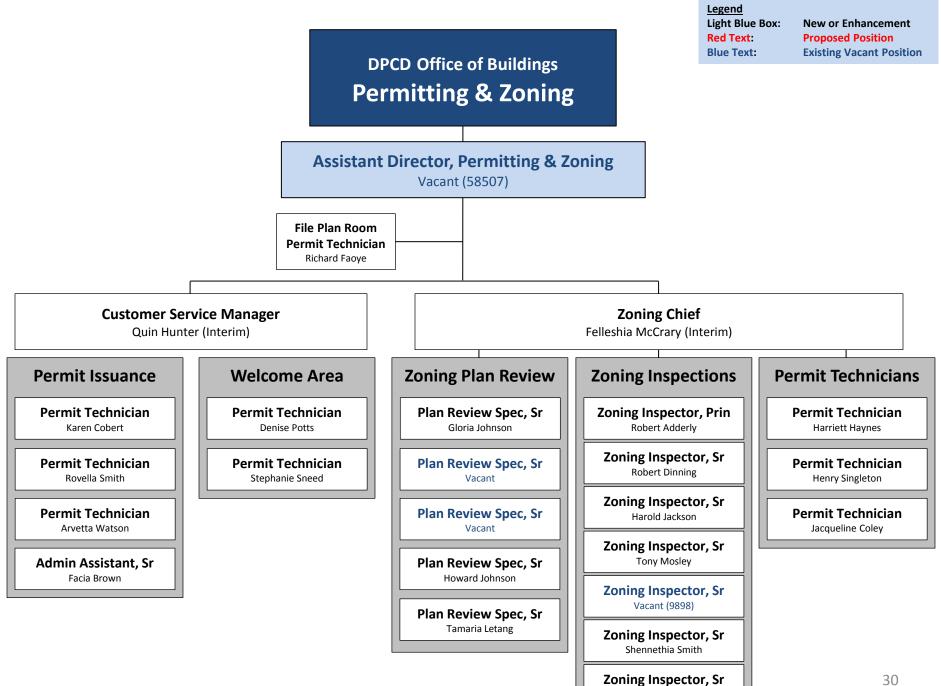
Office of Buildings: The Office of Buildings is responsible for the review and permitting of all land development, building and street improvements.

- Functions will include:
 - **Permitting Coordination**
 - Plan Review
 - Inspections and Enforcement

Notes:

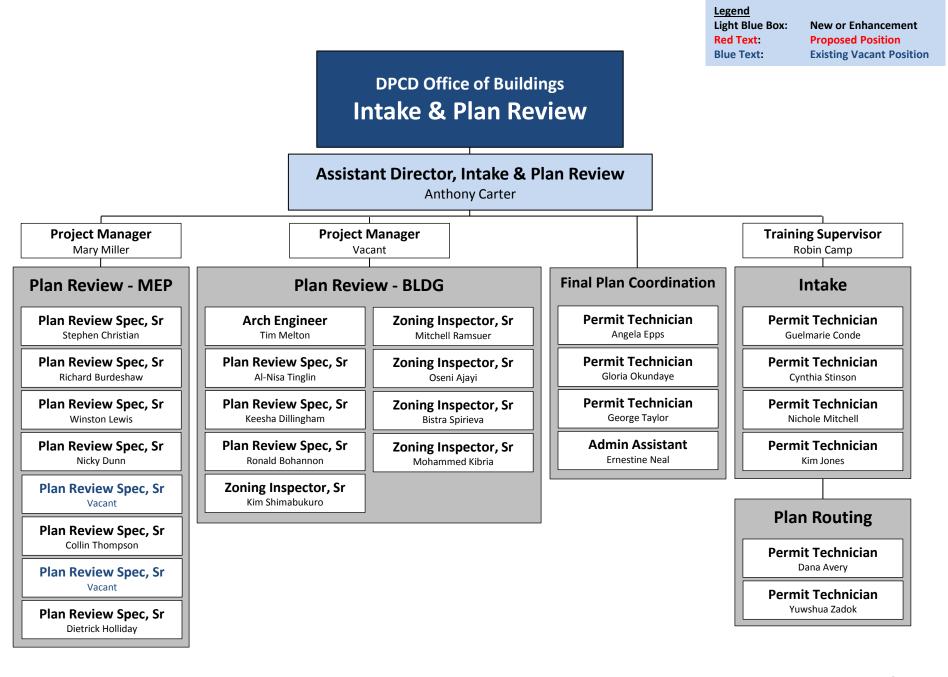
- *Operations will include customer service, budget and financial processes, human resources, and performance analysis.
- **Accela Unit will focus on business and information technology needs.
- ***Preliminary Plan Review will include Zoning, Arborist, Traffic, Site Development and Fire.





Scott Haeberlin

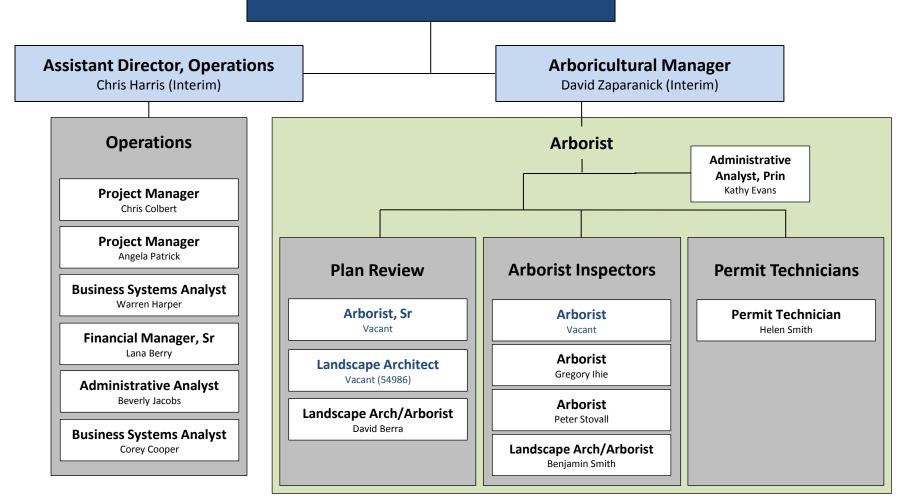
Note: Organizational Chart reflects where employees are located under the current Departmental structure. The reorganization may include position and function changes for existing employees.



Legend
Light Blue Box:
Red Text:
Blue Text:

New or Enhancement
Proposed Position
Existing Vacant Position

DPCD Office of Buildings
Arborist & Operations Divisions



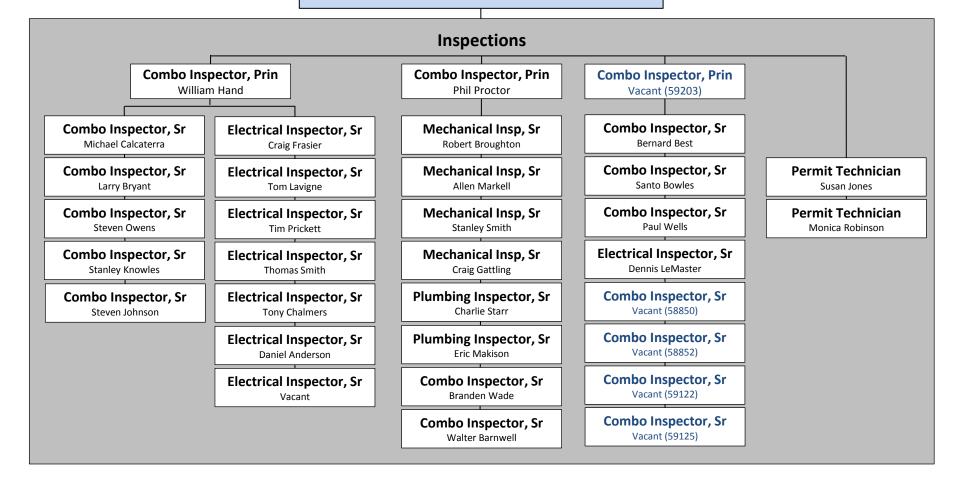
DPCD Office of Buildings
Inspections Division

Light Blue Box:
Red Text:
Blue Text:

New or Enhancement
Proposed Position
Existing Vacant Position

Chief Inspector

David Omodare (Interim)



Vacancies and Creations in the Office of Buildings

vacancies and creations in the office of buildings			
JOB TITLE	CREATIONS	EXISTING VACANCIES	
Administrative Assistant	1		
Administrative Assistant, Sr	2		
Arborist	3	2	
Arborist, Sr	2	1	
Architectural Engineer		1	
Budget Manager	1		
Building Inspector, Sr		2	
Buildings, Assistant Director		1	
Business Systems Analyst, Sr	2		
Civil Engineer, Sr		1	

1

1

1

4

3

6

31

1

3

6

2

32

Combination Inspector

Financial Manager, Sr

IT Project Manager, Sr.

Landscape Architect, Sr

Permit Technician, Lead

Plans Review Specialist, Sr

Public Information Officer

Permit Technician

Project Manager Project Manager, Sr

Structural Engineer Zoning Inspector, Sr

TOTAL

Combination Inspector, Prin Combination Inspector, Sr

Fire Assistant, Chief - fire Marshall

Economic Development Functions

Clarification of Focus: DPCD and Invest Atlanta

Invest Atlanta – Citywide

- Jumpstart redevelopment activity within TADs
- Provide small business loans
- Issue bonds to spur residential and commercial development
- Acquire land for green space, residential and commercial development
- Recruit new business, promote the City and available business development incentives.

DPCD – Neighborhood Level

Neighborhood Revitalization Activities:

- Creating place-based strategies focused on improving neighborhood livability
- Coordinate stakeholder investment at the neighborhood level
- Micro Loan Program (Coordinate with IA)
- Public Vending Program
- Main Street Program
- Brownfields Program (Coordinate with IA)
- Enterprise Zones



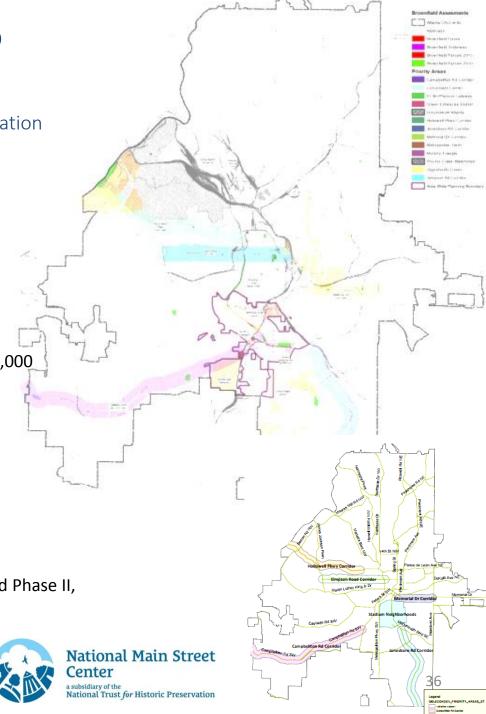
Economic Opportunities and Neighborhood Revitalization

Neighborhood Revitalization Activities:

- Creating place-based strategies focused on improving neighborhood livability
- Coordinate stakeholder investment at the neighborhood level

Economic Opportunities Activities:

- Micro Loan Program (Coordinate with IA)
 - Manage contracts for 5 Programs totaling \$1,203,000
- Public Vending Program
 - Program policy & expansion
- Main Street Program
 - "Main Street" is a proven, nationwide model program for the community-based, preservation-led revitalization of commercial districts.
- Brownfields Program (Coordinate with IA)
 - \$1M revolving loan fund (\$955K committed)
 - Completed ESAs: 9 Phase I, 3 Phase II, 2 Expanded Phase II, 1 Redevelopment & Reuse Concept Plan
 - Active ESAs: Butler Street Y, warehouse on Arden
- Enterprise Zones
 - Property Tax Abatement (10-yr)
 - 32 Active UEZ





Invest Atlanta's mission is focused on strengthening Atlanta's economy and enhancing its global competitiveness.

Community Development Goal (2016): Invest \$202M

Economic Development Goal (2016): Invest \$500M

Programs for attracting employers, incentivizing workforce expansion, providing small business loans, administering tax credits, and down payment assistance for home buyers.

Compared to DPCD, IA typically administers the larger programs that measure job growth in the hundreds, and with small business loans up to \$5M each.

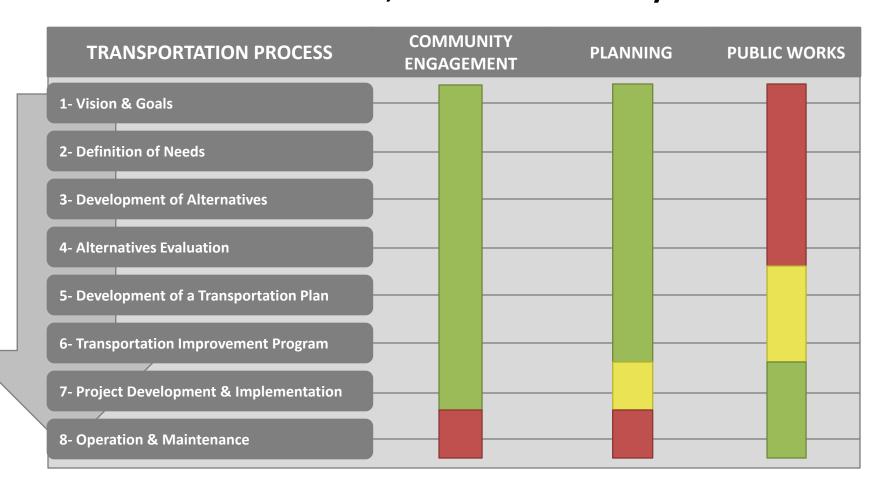
ECONOMIC COMMUNITY DEVELOPMENT DEVELOPMENT 2016 YTD 2016 YTD 25 909 Transactions Jobs Created Closed 182 4,000 Transactions **Job Creation** Goal Closed Goal **Total Capital Total Capital** Investment Investment \$24.7M \$3.6M

Year-to-date as of April 2016

Mobility Planning Functions

- Ensures the transportation network is developed in a sustainable pattern that supports the City's future land uses and urban form, minimizes vehicle miles traveled and single-occupancy vehicles, and reduces air pollution and greenhouse gas emissions
- Articulates a vision for the future and outlines the principles for a successful city
- Establishes the transportation structure of the City, develops the strategy for directing growth within the structure and sets out policies for the management of change, through the integration of land use and transportation
- Provides policies to guide decision making based on the Plan's goals for the human, built, economic and natural environments
- Oversees the land use designations which apply across the City, which together with the land use maps implement the strategy for managing change
- Develops a general approach to implementing the Plan, including the policies to guide local planning in the City
- Provides more detailed local development policies to guide growth and change in a defined area of the City
- Project Funding and Capital programming
- Works with other City Departments and agencies on the development, maintenance and evolution of the plan.
- Mixing staff with various offices and disciplines will enhance the responsiveness and quality of decision-making

Stages in the Transportation Process and the Roles Played by Planning, Public Works, and the Community



Plays an active/leadership role
Plays a passive/participatory role
Does not play a substantive role